



THE IDAHO FIELD ECOSYSTEM-BASED MANAGEMENT STRATEGY

Improved Public Service through Science-Based Resource Management

A NEW APPROACH

HD
243
.I2
I334
1994
c. 2

BUREAU OF LAND MANAGEMENT

June 1994

#903541995

ID 88068364

HD
243
.I2
I334
1994
c.2

IDAHO ECOSYSTEM-BASED MANAGEMENT





TABLE OF CONTENTS

Project Sponsor, Project Team, Support Teams	iii
The Bureau of Land Management in Idaho: Its Mission	v
Ecosystem-Based Management: A State of Mind and a Style of Management	vii
A Summary	1
Idaho Ecosystem-Based Management and the National Performance Review	3
Goals and Strategy	5
Departmental Streamlining Principles	5
Bureau Guidelines	5
Communications	6
Chart 1: Existing Idaho BLM Table of Organization	7
Chart 2: The New Approach — Statewide Organization	9
Chart 3: The New Approach — Typical Field Office Structure	11
Chart 4: The New Approach — Resource Science Teams	13
Map 1: The West by Ecosystems — Drainage Basins	15
Map 2: Idaho Ecosystem-Based Management Strategy	17
Activities and Events (February 1993 — October 1994)	19



PROJECT SPONSOR

Delmar Vail
State Director, Idaho

PROJECT TEAM

Jack G. Peterson
Project Manager

David Brunner
Boise District Manager

Jerry Kidd
Deputy State Director, Operations

Fritz Rennebaum
Coeur d'Alene District Manager

SUPPORT TEAMS

Fifteen Teams of 128 Statewide Personnel



THE BUREAU OF LAND MANAGEMENT IN IDAHO: ITS MISSION

*The Bureau of Land Management in Idaho is committed to a new era
of natural resource management and public service.*

*The new vision encompasses a sensitivity to natural resources
and people through an interdisciplinary approach to ecosystem-based management.*

*In fulfilling this commitment, the Bureau of Land Management in Idaho
will encourage continued professionalism and nurture pride among its employees.*

*Recognizing that sound resource management is our primary mission,
the Bureau of Land Management in Idaho will protect the quality
of the nation's land, water, and atmospheric resources and
the wildlife and fisheries that depend on healthy ecosystems.*

*Realizing that Idaho's economy is sustained by the productivity
of these same land and water resources, the Bureau of Land Management in Idaho
will strive for balance and harmony in its management of public land.*



ECOSYSTEM-BASED MANAGEMENT: A STATE OF MIND AND A STYLE OF MANAGEMENT

Values Biological Diversity

Values Human Diversity

Values Science

Values Institutional Diversity

Values Community Linkages and Relationships

Values Dialogue

Values New Approaches

Values Change

Values Measurement & Evaluation

Results in Sound Decisions



A SUMMARY

The Idaho Field Ecosystem-Based Management Strategy is a highly participatory, grass-roots effort initiated in February 1993 to improve the quality of natural resources managed by BLM in Idaho. The project enhances the concept of interdisciplinary teams and implements Ecosystem-Based Management.

All Idaho BLM employees have been involved. Fifteen teams comprising 128 Idaho BLM field and state office employees examined specific processes and made suggestions.

The objectives of the project are:

- Improve the quality of public land and resources management in Idaho
 - By strengthening on-the-ground resources
 - By streamlining our internal support services
 - By improving customer service
 - By strengthening our science-based approach
- Reconfigured state support teams, such as:
 - A Budget Implementation Team
(By streamlining budget activities to support Ecosystem-Based Management)
 - An Ecoregion Team
(By merging and changing existing program management activities in all offices to support Ecosystem-Based Management)
 - An Ecosystem Sciences and Planning Team
(By merging and changing existing science and technical activities to support Ecosystem-Based Management)
- Collaboration of Districts and Resource Areas to focus on the management of 4 Ecosystems
(No offices will be closed, but will be incorporated into the management of the 4 Ecosystems)
- Enhancing interdisciplinary team training
(By initiating a formal educational effort for all managers and staff to extend over a period of one year)
- Measurement of improved ecosystem health
(By establishing objectives and monitoring activities to measure improvements)



*The recommendations of the **Idaho Ecosystem-Based Management Strategy** for a Field Ecosystem Management Strategy closely parallel those of the **National Performance Review**, a Presidential Initiative designed to make government more efficient and effective.*

IDAHO ECOSYSTEM-BASED MANAGEMENT

- Budgeting within Idaho had to be refined
- BLM personnel processes had to be streamlined and improved
- BLM contracting/procurement processes had to be streamlined and improved
- Appropriate, quality and timely training is essential for ecosystem-based management to proceed
- Ecosystem-based management must initiate a streamlined decision-making process that empowers and delegates authority to field personnel
- Ecosystem-based management is a reasonable and timely design for the BLM
- Ecosystem-based management capitalizes on involving a wide range of people at the correct time and frequency
- Organizational structures had to be changed to enhance delegation of authority, decentralization and, simplification of processes
- Streamlining will make more money available to manage natural resources in the field, improve customer service and consequentially raise employee morale

NATIONAL PERFORMANCE REVIEW

- First, the budget process will be streamlined
 - Second, personnel policy will be decentralized
 - Third, procurement will be streamlined
 - Fourth, the Inspector General will be reoriented to shift their focus . . . to helping agencies learn to perform better
 - Fifth, thousands of regulations will be eliminated
- Finally,
- State and local governments will be deregulated, to empower them to spend more time meeting customer needs
 - Ecosystem-based management policies should be established across the government
 - As systems of over-control and micromanagement are pared down, structures that go with them must be pared down
 - Streamlining plans should further seek to realize cost savings, improve the quality of government services and raise the morale and productivity of the department/agency



GOALS AND STRATEGY

DEPARTMENTAL STREAMLINING PRINCIPLES

■ **Less Administration** - Together with neighboring BLM states, Idaho BLM is integrating all or portions of districts in six states into four Ecosystems, which reduce duplication and enhances efficiency of administrative services, i.e.: Burley, Shoshone, Salmon, Idaho Falls, Salt Lake City, Elko, Rock Springs DOs into the Upper Snake Ecosystem; Boise, Winnemucca, Vale DOs into the Lower Snake Ecosystem; Salmon DO and Cottonwood RAO into the Salmon/Clearwater Ecosystem; and Coeur d'Alene, Spokane DOs, and Garnet RAO into the Upper Columbia Ecosystem.

■ **Increased Efficiency and Fewer Layers** - With extensive "Teaming" in the Idaho State Office and Field Ecosystem Offices, the organizational structure will be flattened and layering reduced.

■ **Cross-Servicing** - Idaho BLM together with other Interior Department land management bureaus, plus Forest Service, state, county, city and private landowners will be involved with determining management of the ecosystem through joint land use planning by sharing services with each other.

■ **Front Line Forces** - By redefining the function of the Idaho State Office to provide support services to field offices, Idaho BLM will move people and delegate responsibilities to the field.

BUREAU GUIDELINES

■ **Resource Area Focus** - Idaho BLM is delegating authority and shifting staff to the field.

■ **Interdisciplinary Approach** - Idaho is enhancing an Interdisciplinary Team approach to provide appropriate skill mixes for improved on-the-ground management.

■ **Flattened Organization and Reduced Middle Management** - Idaho BLM is consolidating and streamlining support functions in the state ecosystem organizations.

■ **Flexibility** - Maximum flexibility is accomplished through "Teaming" where skill and location adjustments are easily made according to the need for any one project.

■ **Cooperation Across Boundaries** - Cross-boundary cooperation is essential, a necessity, and orchestrated to occur for management of an ecosystem, no matter if its Idaho BLM or other landowners.

■ **Employee Ownership** - This concept has been generated by all Idaho BLM employees through extensive involvement and participation for more than a year.



■ **Idaho Organization Streamlined** - BLM in Idaho was changed from a traditional hierarchal organization to collaborative teams which support on-the-ground management.

■ **Ecosystem Variability** - The Idaho strategy is based on river basins, recognizing high-priority areas of emphasis which may change based on social and economic needs.

■ **Ecosystem Health** - Idaho has established a holistic approach to ecosystem-based management which provides the best opportunity for improving the health of the land.

■ **Ecosystem Management Areas** - Idaho has established EMAs to help focus resources on high priorities within ecosystems.

■ **Interagency Cooperation** - Idaho has initiated a highly collaborative approach.

■ **New Budget Approach** - Idaho's approach is based on focusing funds towards those issues within the Ecoregion that have the highest priority.

■ **Within Budget and FTE** - Idaho's strategy will be accomplished within both budget and FTE limitations.

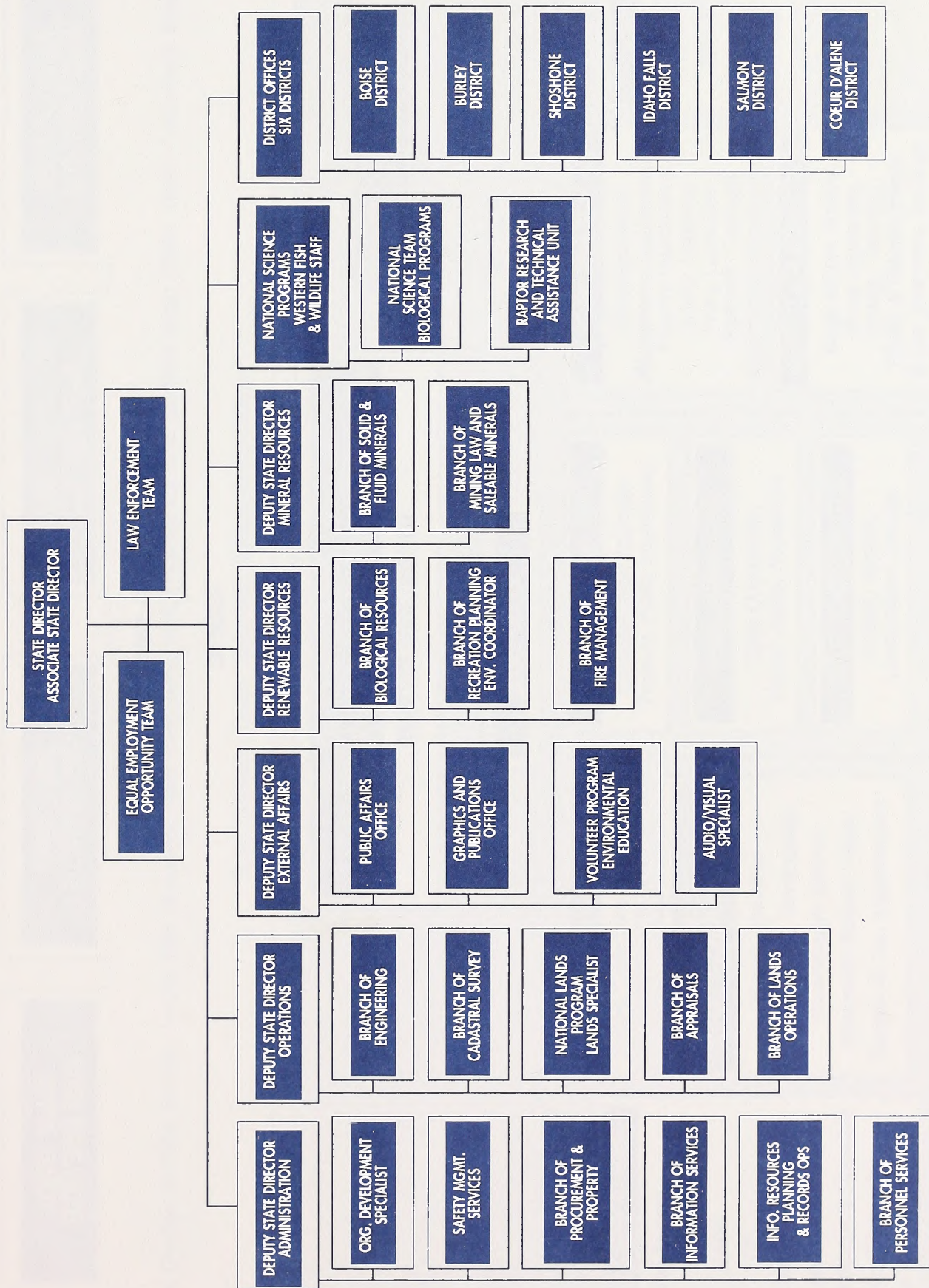
COMMUNICATIONS

■ **Internal Employee Communications** - The Idaho strategy was and continues to be developed with an extremely participative approach with intensive communications linking everyone together.

■ **External Customer Communications** - A master External Affairs Plan has been developed and implemented to brief all interested customers.

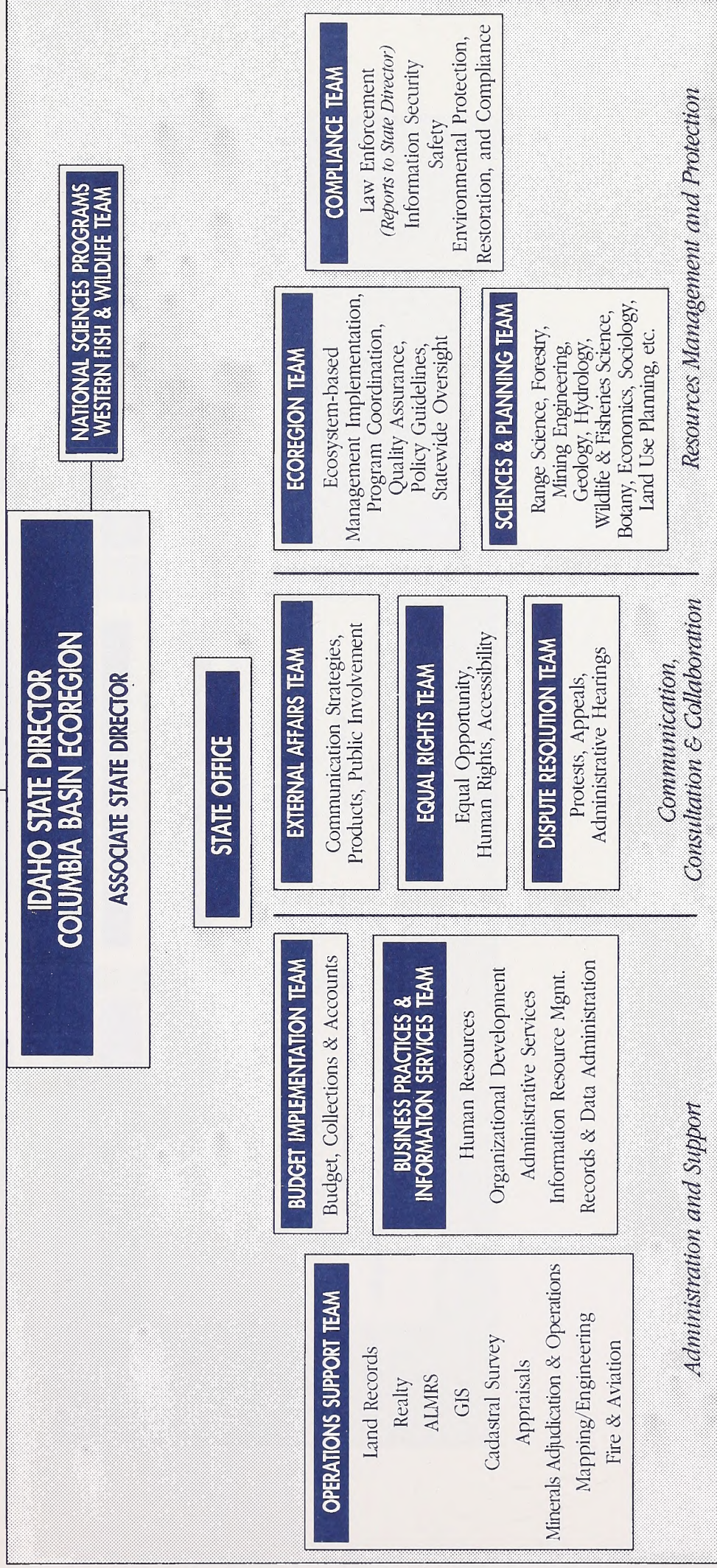
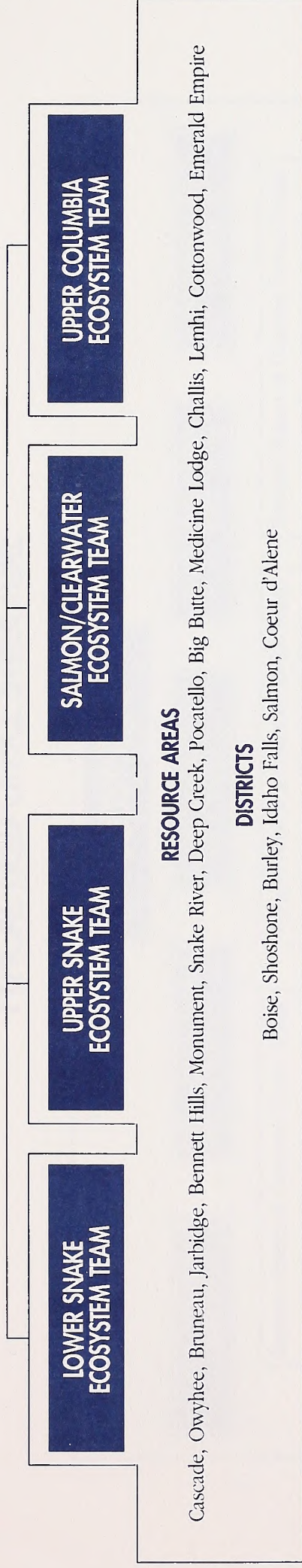
IDAHO BUREAU OF LAND MANAGEMENT

EXISTING TABLE OF ORGANIZATION - APRIL 19, 1993 - PRIOR TO IMPLEMENTATION OF ECOSYSTEM MANAGEMENT



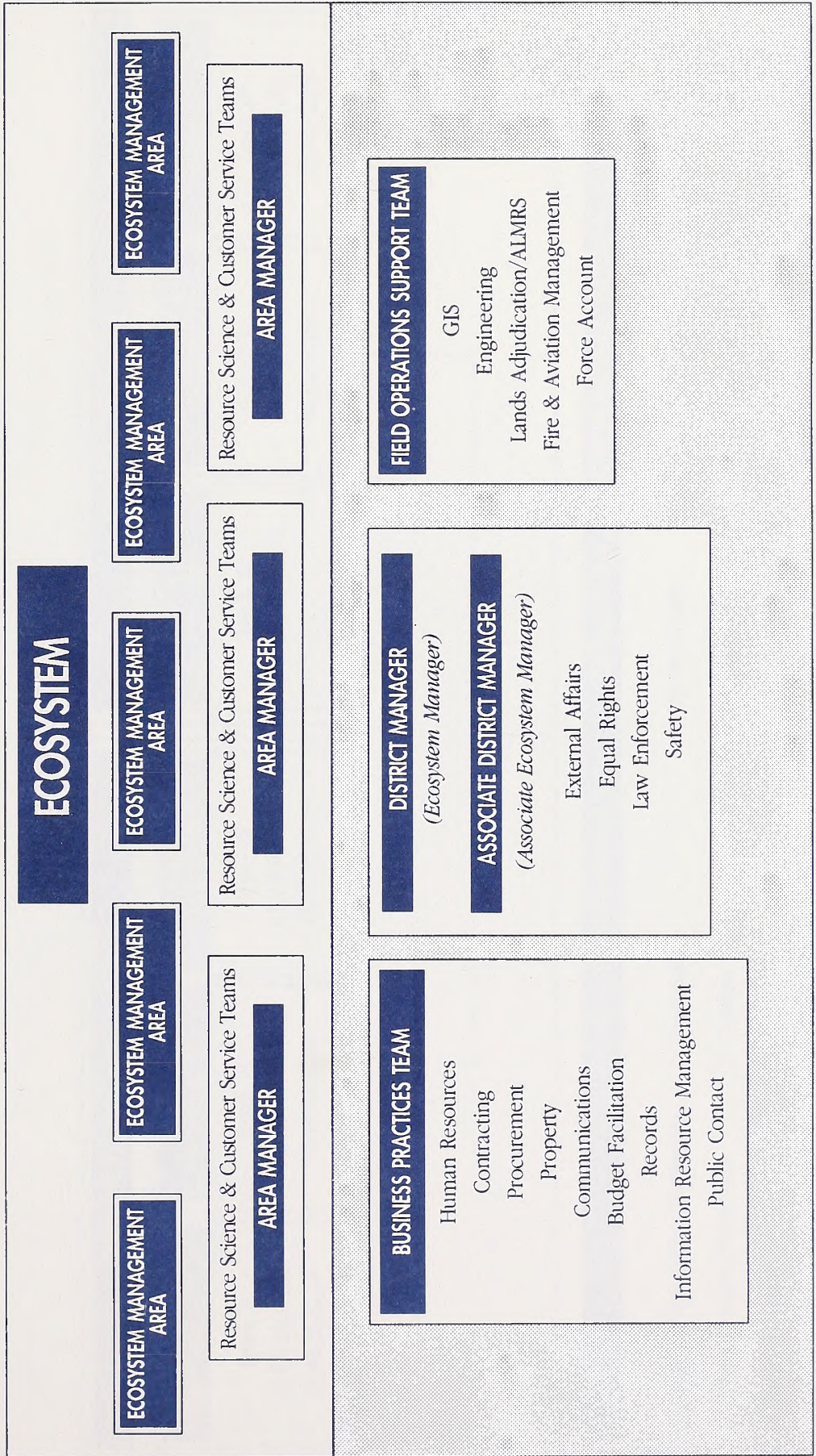
THE NEW APPROACH

STATEWIDE ORGANIZATION



THE NEW APPROACH

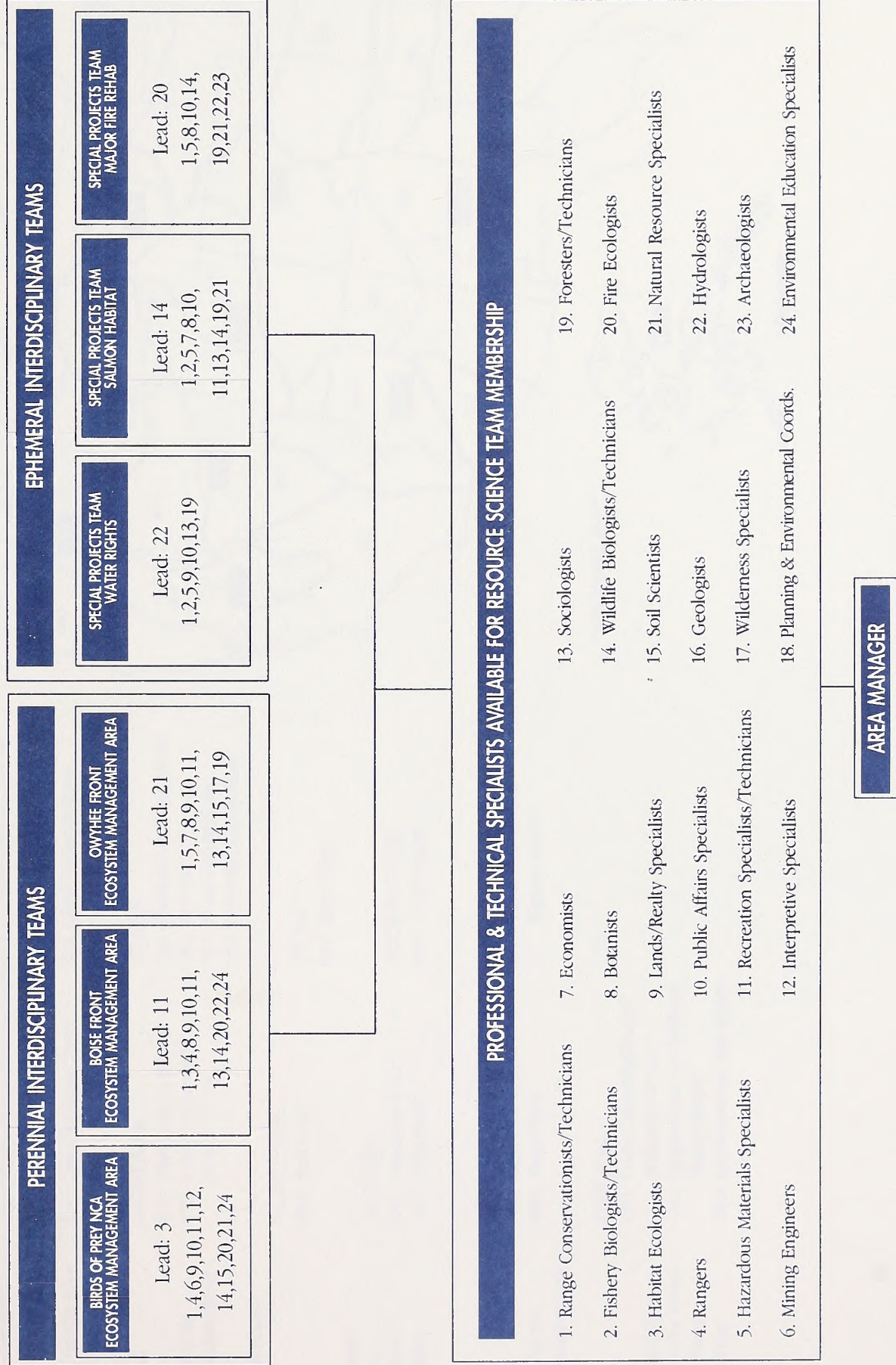
TYPICAL FIELD OFFICE STRUCTURE



THE NEW APPROACH

RESOURCE SCIENCE TEAMS

Getting the best expertise for on-the-ground ecosystem-based management



THE WEST BY ECOSYSTEMS

DRAINAGE BASINS

ALASKA

- AK1 North Slope, Colville River
- AK2 Kotzebue Sound, Noatak/Kobuk Rivers
- AK3 Norton Sound
- AK4 Yukon River
- AK5 Alaskan Peninsula
- AK6 Cook Inlet, Susitna River
- AK7 Copper River
- AK8 Southeastern Alaska

ARIZONA

- AZ1 Colorado Plateau
- AZ2 Colorado River
- AZ3 Upper Gila River
- AZ4 Lower Gila River

CALIFORNIA

- CA1 Sacramento/San Joaquin Rivers
- CA2 Owens Rivers/Aqueducts

IDAHO

- ID1 Upper Columbia River
- ID2 Salmon/Clearwater Rivers
- ID3 Lower Snake River
- ID4 Upper Snake River

KANSAS

- KS1 Upper Arkansas River

MONTANA

- MT1 Upper Missouri River
- MT2 Lower Yellowstone/Powder Rivers

NEBRASKA

- NE1 Platt River

NEVADA

- NV1 Humboldt River
- NV2 Great Basin

NEW MEXICO

- NM1 Upper Rio Grande River
- NM2 Pecos River

OREGON

- OR1 Lower Columbia/Cowlitz/Willamette Rivers
- OR2 Oregon/Northern California Coastal Rivers
- OR3 Deschutes/John Day Rivers

SOUTH DAKOTA

- SD1 Middle Missouri River

TEXAS

- TX1 Cimarron/Canadian Rivers
- TX2 Red River
- TX3 Texas Coastal Plain
- TX4 Lower Rio Grande River

UTAH

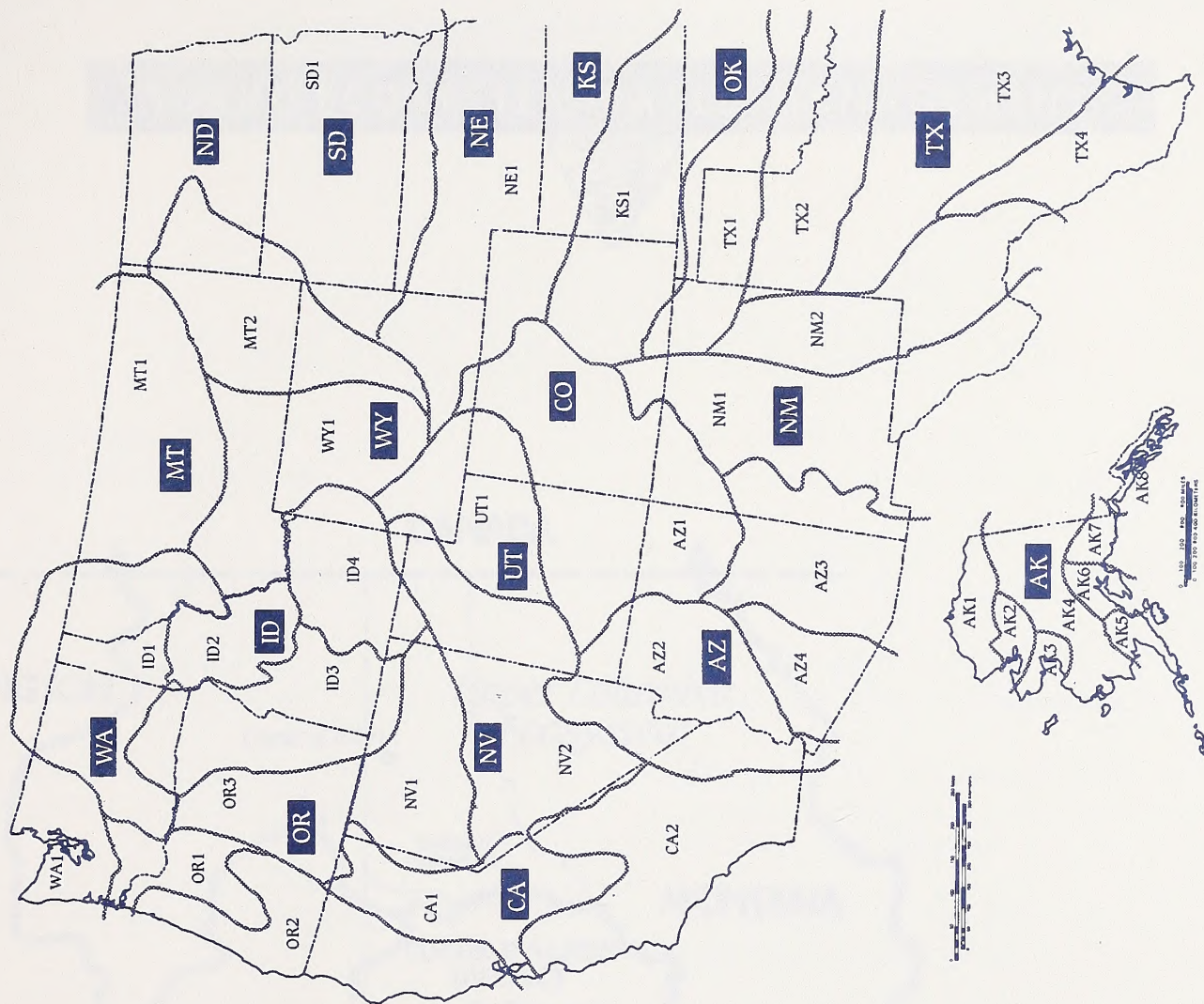
- UT1 Green River

WASHINGTON

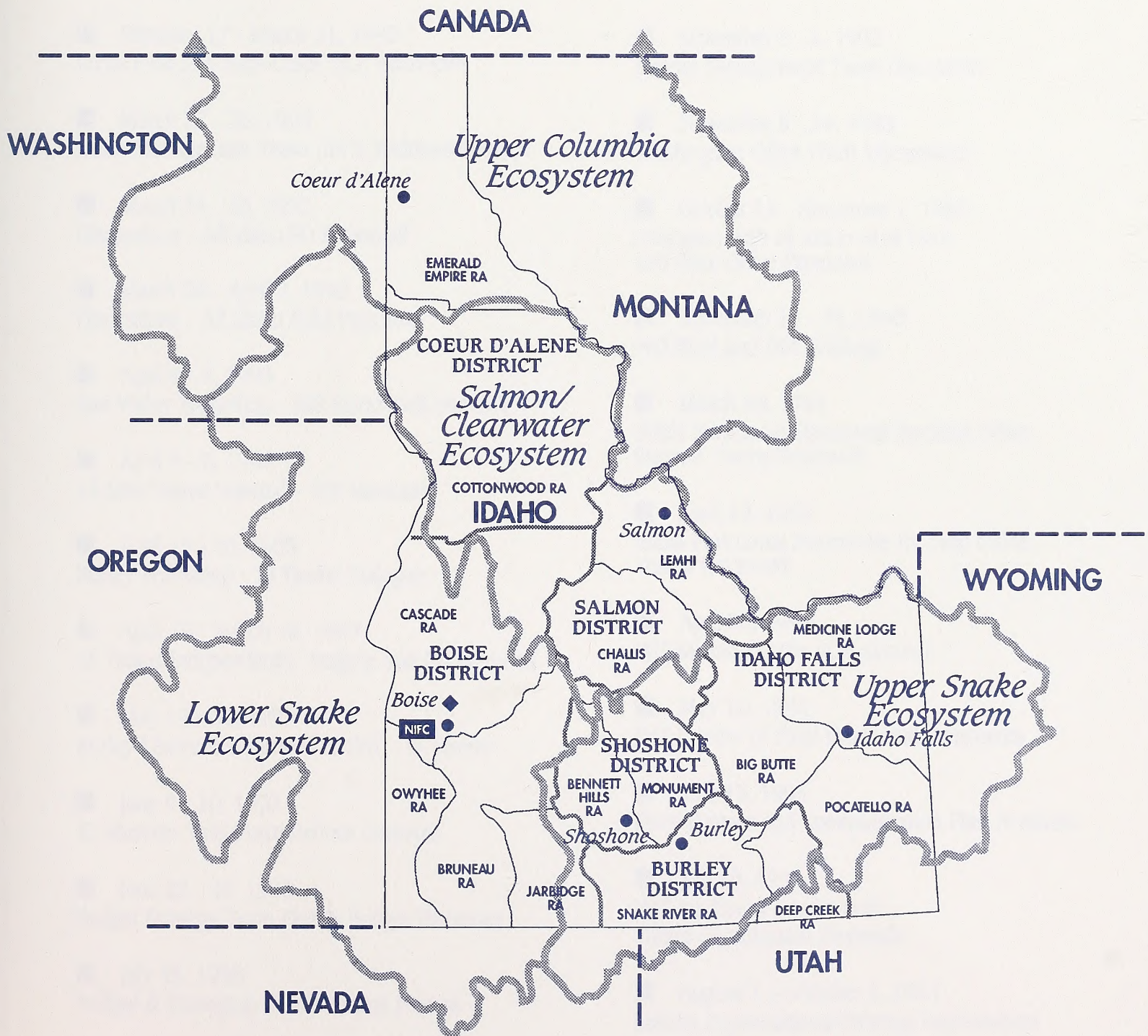
- WA1 Puget Sound

WYOMING

- WY1 Upper Yellowstone/Bighorn Rivers



IDAHO ECOSYSTEM-BASED MANAGEMENT





ACTIVITIES AND EVENTS FEBRUARY 1993 — OCTOBER 1994

- February 3 - 14, 1993
Project Initiation and Planning
- February 17 - March 21, 1993
Initial Field and State Office (SO) Interviews
- March 22 - 23, 1993
Idaho Management Team (IMT) Endorses Concept
- March 24 - 26, 1993
Discussions - All Idaho SO Personnel
- March 29 - April 2, 1993
Discussions - All Idaho Field Personnel
- April 4 - 7, 1993
Sun Valley Workshop - 165 Idaho Staff and IMT
- April 8 - 9, 1993
15 Idea Teams Selected - 128 Members
- April 15 - 16, 1993
Burley Workshop - 15 Teams Dialogue
- April 19 - March 18, 1993
15 Teams Independently Analyze and Recommend
- May 19 - 20, 1993
Burley Teams Recommend to IMT - 15 Teams
- June 9 - 10, 1993
12-Member Task Force Refines Concepts
- June 28 - 29, 1993
Budget Strategy Team Details Budget Processes
- July 15, 1993
Budget & Ecoregion Teams Initiate Process
- August 9 - 13, 1993
IMT Review of Refined Proposals
- August 3 - 15, 1993
BLM Director's Review of Concepts
- September 1 - 2, 1993
Bureau Management Team Discussion
- September 8 - 24, 1993
Washington Office (WO) Discussions
- October 18 - November 1, 1993
Dialogues with all Idaho BLM Field and State Office Personnel
- November 10 - 19, 1993
WO BLM and DOI Briefings
- March 14, 1994
Initial Functional Statements for State Office Support Teams Reviewed
- April 19, 1994
Initial Functional Statements for Field Office Teams Reviewed
- April 26, 1994
IMT Meeting at the *BLM Summit*
- May 10, 1994
IMT Review of Final Functional Statements
- June 13, 1994
Press Release and Communication Plan Available
- July 19, 1994
IMT Review of Interim and Target Organization Proposals
- August 1 — October 1, 1994
Interim Organizational Strategy Implemented



NOTES

BUREAU OF LAND MANAGEMENT



*Idaho State Office · 3380 Americana Terrace · Boise, Idaho 83706
For further information, contact your local BLM office.*